

SAFETY & HEALTH PROGRAMS: REDUCING INJURIES AND COSTS ON CAPITOL HILL

Office of Compliance

October 6, 2009

Montpelier Room

James Madison Memorial Building



Safety Pays: Safety Management Systems and Cost Avoidance

Presented by:

Jim Johnson

National Safety Council

Senior Director, Workplace Initiatives

National Safety Council



- NSC founded almost 100 years ago to reduce workplace injuries and fatalities
- Today's Vision
 - Making our world safer.
- Mission
 - NSC saves lives by preventing injuries and deaths at work, in homes and communities, and on the roads, through leadership, research, education and advocacy.

NSC: Saving 10,000 more lives and preventing 1 million injuries by 2014.

NSC's Organizational Goal



BY 2014

Save an additional
10,000 lives and
prevent 1 million injuries.

Leadership - Research - Education - Advocacy

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Workplace Injury & Illness Burden



- 4.0 million total OSHA-recordable cases
- 1.2 million injuries and illnesses with days away from work
- 4,689 fatalities
- \$175 billion in total cost (for unintentional injuries)
 - \$50 billion in direct cost for disabling injuries
- 147 million workers

Source: *Injury Facts*, 2009 Ed. and Bureau of Labor Statistics

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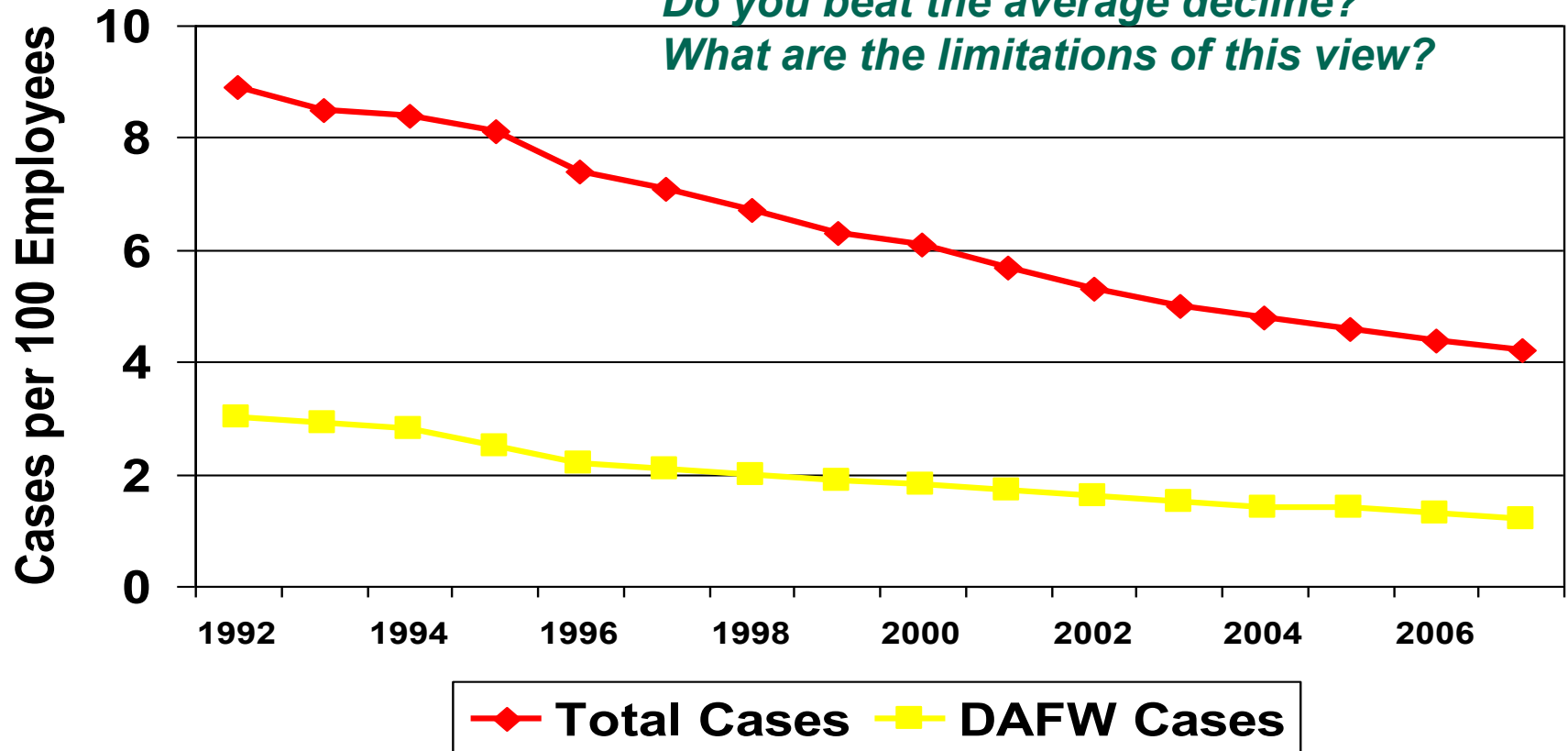
Where have we been, where are we going?



How do you compare?

Do you beat the average decline?

What are the limitations of this view?



Source: Bureau of Labor Statistics

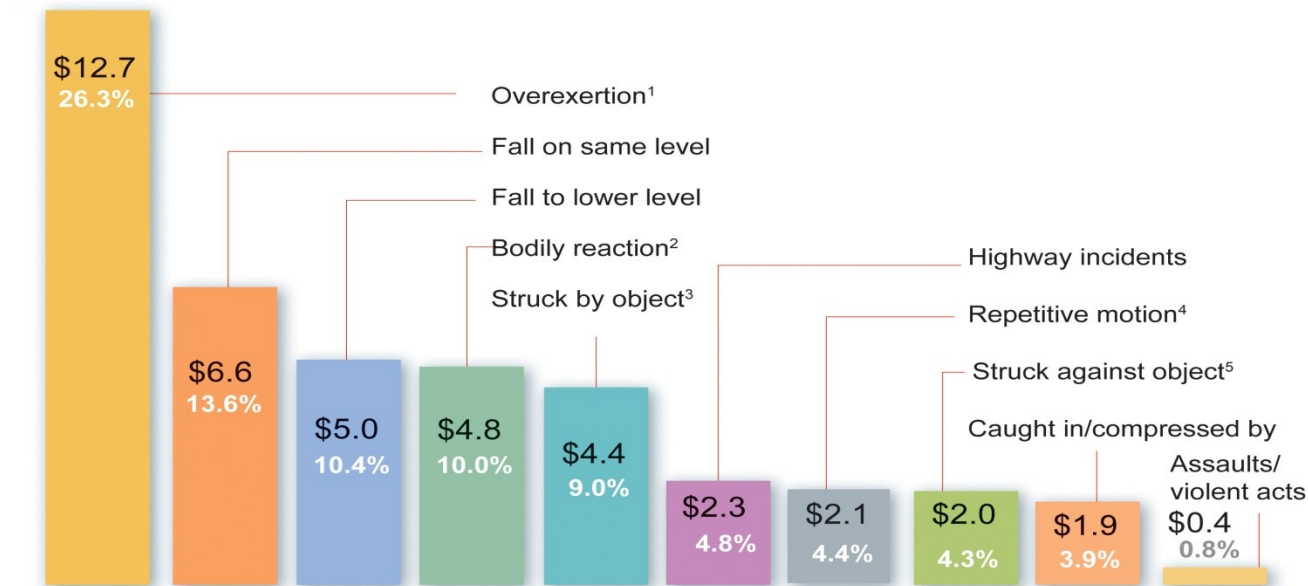
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What should our focus be?



THE TOP 10 CAUSES OF THE MOST DISABLING WORKPLACE INJURIES IN 2005

\$ Billions



1 Overexertion – Injuries caused from excessive lifting, pushing, pulling, holding, or throwing

2 Bodily reaction – Injuries caused from slipping or tripping without falling

3 Struck by object – Such as a tool falling on a worker from above

4 Repetitive motion – Injuries due to repeated stress or strain

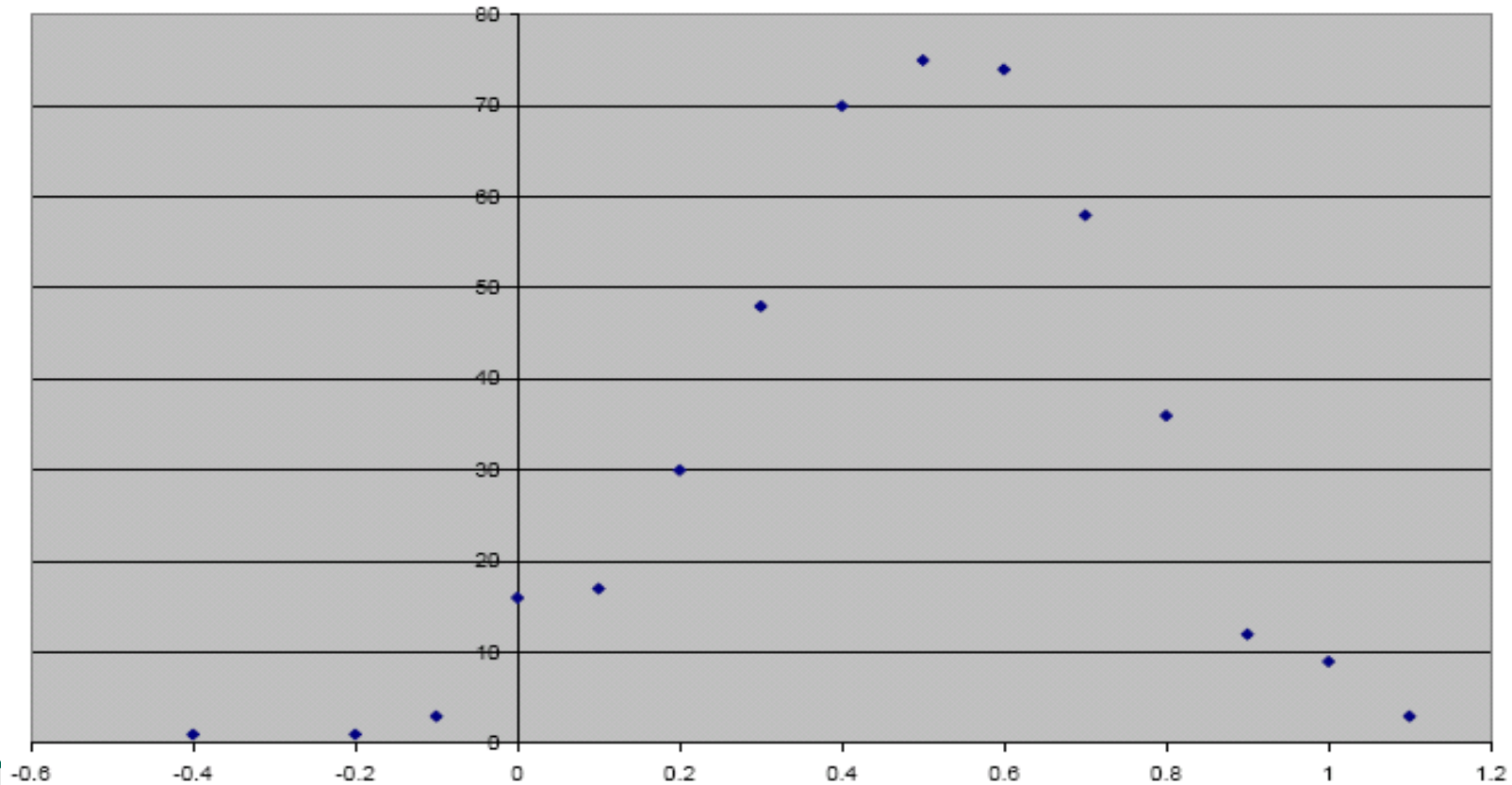
5 Struck against object – Such as a worker walking into a door

Note: The “most disabling work-related injuries and illnesses” consist of those causing an employee to lose six or more workdays. The above chart does not reflect the category “all other” which accounts for 12.5% of the total costs (\$6 billion).

Source: Liberty Mutual Research Institute

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Scatter plot of Frequency of Overall Average Response Scores (Rounded to tenths) -
NSC Database

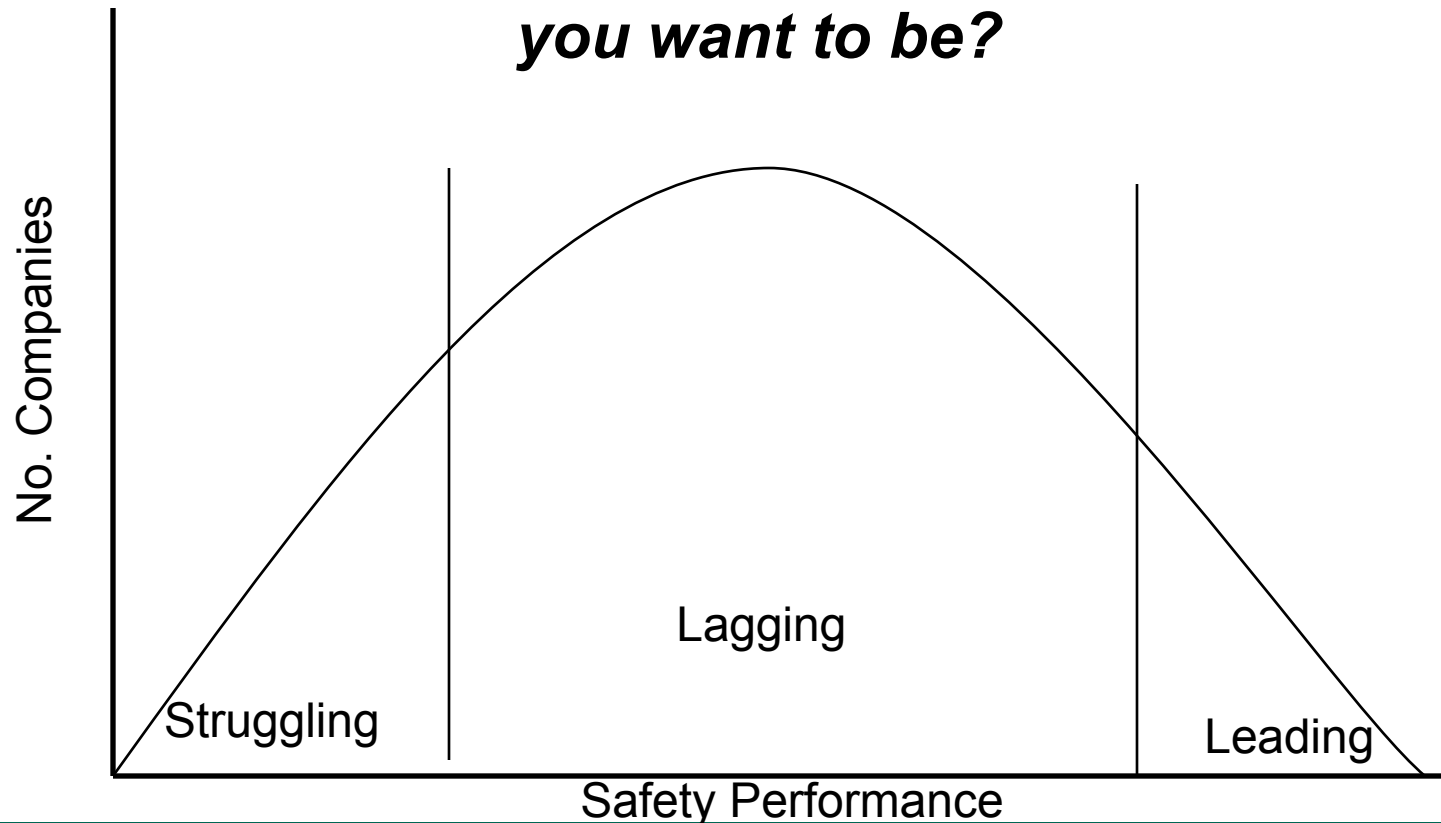


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Understand Your Safety Performance

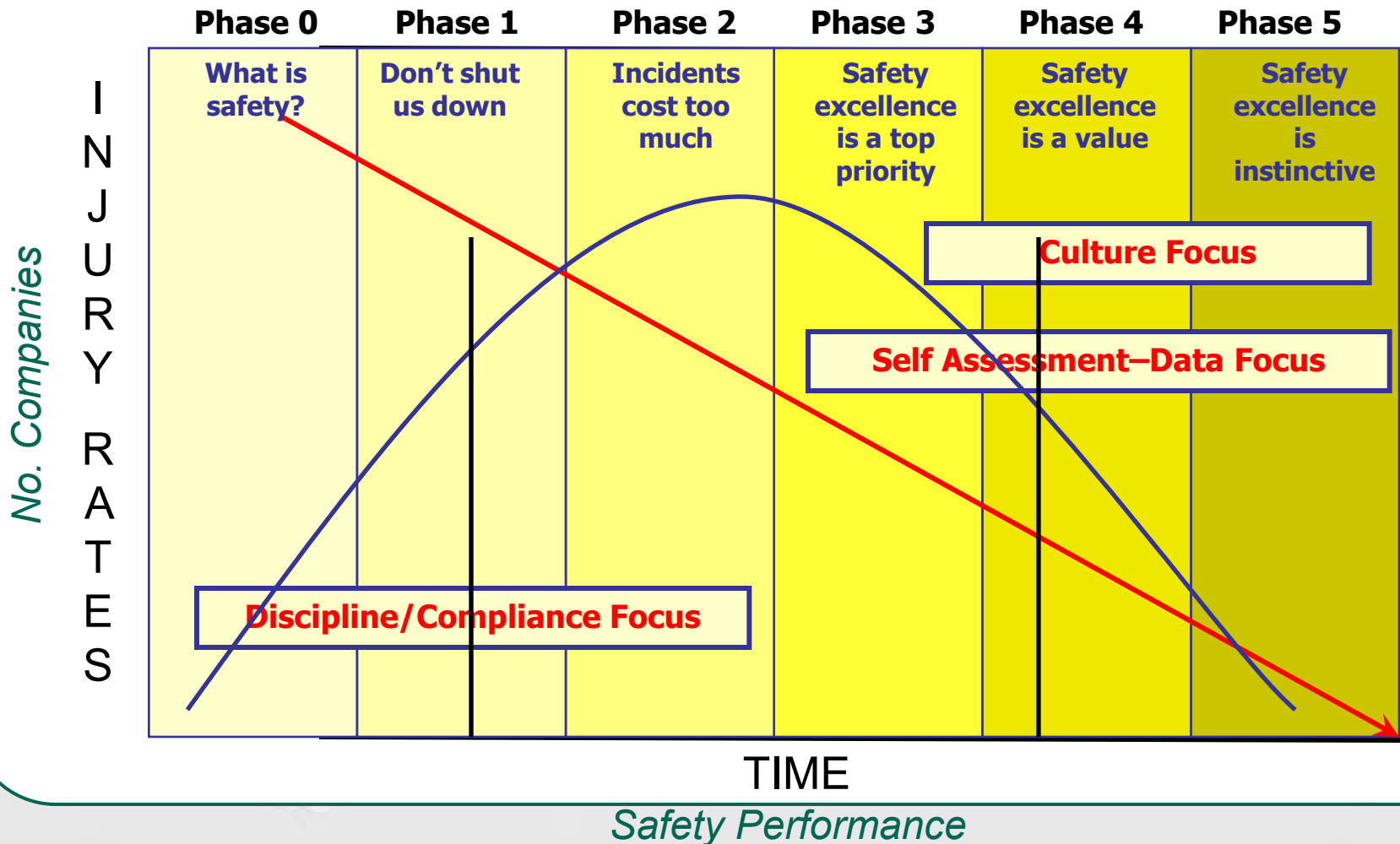


***What is the gap between
where you are and where
you want to be?***



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Where are you on the spectrum?



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What does Safety Excellence look like?



NSC Campbell Award recognizes organizations that demonstrate excellence in:

- Business performance
- Employee safety & health
- Environmental responsibility

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Campbell Award – *a Study in Excellence*



- Common attributes of safety excellence
 - Quality Environmental, Health & Safety (EHS) Management
 - Performance to defined criteria (SMS)
 - Integrated into business operation systems
 - Management commitment and worker engagement
 - Appreciation of the intrinsic value of EHS to business vitality (culture)

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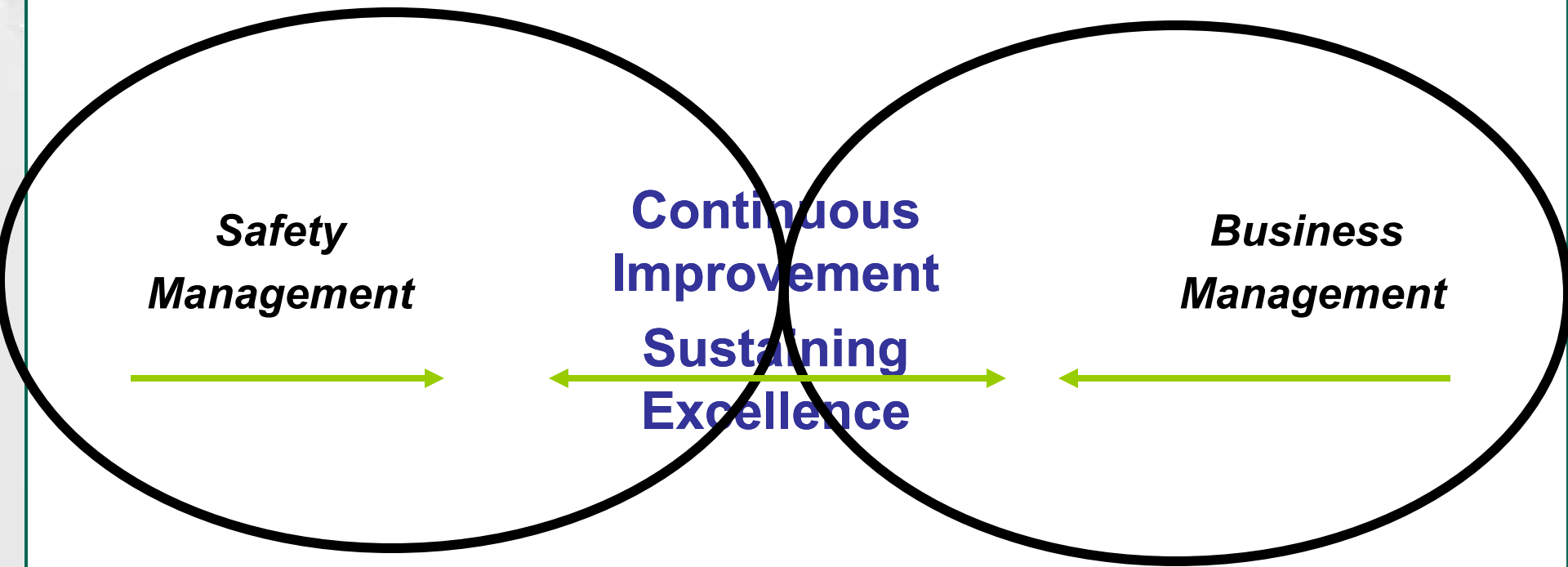
NSC Campbell Award Winners



- Category I (>1,000 Employees)
 - 2008 Fluor Hanford
 - 2007 Bahrain Petroleum Company
 - 2006 Alcan Inc.
 - 2005 Johnson & Johnson
 - 2004 Noble Corporation
- Category II (<=1,000 Employees)
 - 2008 Gulf Petrochemical Industries
 - 2007 none
 - 2006 DynMcDermott Petroleum Operations
 - 2005 none
 - 2004 none

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Premise for Safety Excellence



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Ask yourself: Is Safety a key business value?



Importance of recognizing the multi-faceted impact of Safety on overall enterprise performance

- Operational Excellence
- Human performance
- Public relations
- Community vitality
- Environmental sustainability

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Why Seek Safety Excellence?



- Achieving safety excellence contributes to profitability and benefits employees and communities
- Safety excellence is the result of effective Safety Management Systems
- Safety is an investment with a strong return

**For every \$1 invested in safety
there is a \$3 to \$6 return on investment***

**According to Liberty Mutual Research Institute for Safety*

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Safety Management System as Solution



An organized and systematic means of ensuring that an organization is capable of achieving and maintaining high standards of safety performance.

Framework of processes and procedures used to ensure that an organization can fulfill all safety tasks required to achieve its objectives.

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Safety Management Systems Comparison

Incorporated/Referenced Standards	Process versus consensus standard	Ongoing periodic re-certification	Public Recognition for Certification	Removal from Compliance target list	Cooperative Relationship with Federal & States OSHA	Safety & Health Training	Hazard Prevention & Control	Worksite Analysis	Employee Involvement	Management Commitment
Z10	X	X	X	X	X	X	X	X	X	X
		X	X			X	X	X	X	X
		X	X			X	X	X	X	X
		X	X			X	X	X	X	X
						X	X	X	X	X
						X	X	X	X	X
						X	X	X	X	X
Many	X					X	X	X	X	X

NSC SMS Elements



Leadership – Management

1. Management Leadership & Commitment
2. System Management & Communications
3. Assessments, Audits & Performance Measurements

Technical – Operational

4. Hazard Identification & Risk Reduction
5. Workplace Design & Engineering
6. Operational Processes & Procedures

Cultural – Behavioral

7. Workforce Involvement
8. Motivation, Behavior & Attitudes
9. Training & Orientation

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NSC SMS Assessment



Assessment Group	Possible Score
Leadership – Management	
A. Management Leadership & Commitment	45
B. System Management & Communications	35
C. Assessments, Audits & Performance Measurements	40
Technical – Operational	
D. Hazard Identification & Risk Reduction	30
E. Workplace Design & Engineering	15
F. Operational Processes & Procedures	65
Cultural – Behavioral	
G. Workforce Involvement	30
H. Motivation, Behavior & Attitudes	25
I. Training & Orientation	20
Final Rating	305

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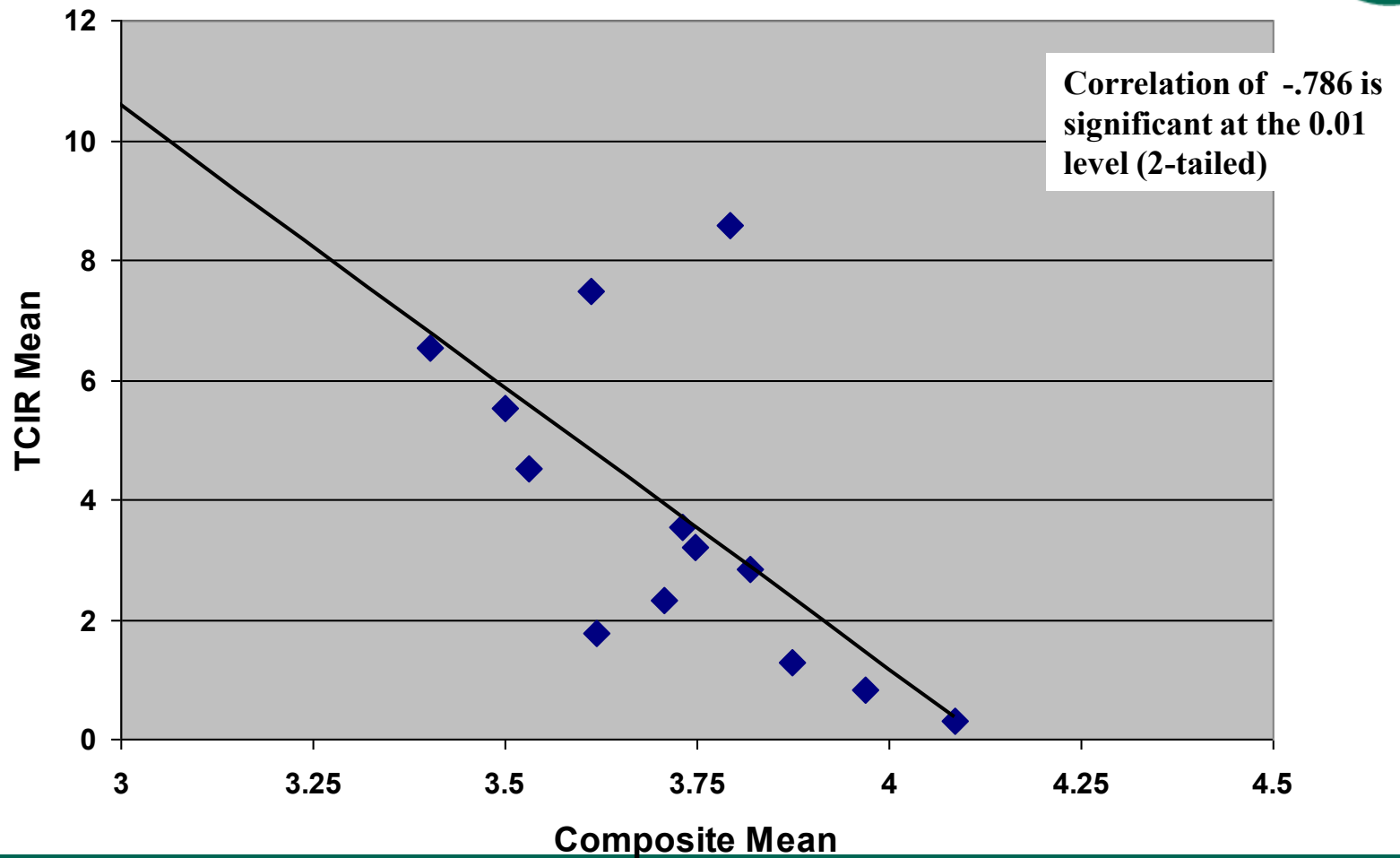
NSC SMS Assessment – Example Criteria



Assessment Group		A - Management Leadership & Commitment					RATING
ITEM (SCORE)		POOR (1)	(2)	(3)	(4)	EXCELLENT (5)	
A1	Visible Management Leadership & Commitment	SH&E coordinator totally responsible for program development & implementation. Management periodically attends SH&E meetings after incident. Management views and addresses SH&E as a legal requirement.	Management is involved with the SH&E program only on a reactive basis. Mgmt provides guidance and direction to SH&E Coordination and attends staff SH&E meeting. Management views and addresses SH&E as legal requirement and cost avoidance measure.	Employees state some levels of management routinely participate in proactive SH&E activities. Mgmt reviews loss prevention reports and holds all levels accountable for active participation. Upper management can explain benefits of SH&E management in terms of costs, public relations, regulatory, and ethical implications.	All levels of Mgmt “walk the talk” and demonstrate SH&E as a corporate value. Employees report all levels of Mgmt take an active, visible role in a variety of planned SH&E activities on a regular basis. All levels of Mgmt are able to explain the business case for SH&E management. SH&E is tied to overall facility success and integrated into business planning process. SH&E is included in the agenda for all management meetings.	SH&E is integrated into the entire business continuous improvement process. SH&E is integrated into operational procedures and managed in the same manner as other functions. Evidence of CEOs and Directors’ personal commitments and involvement to SH&E. SH&E performance indicators include outreach to the community and the impact to the triple bottom line. SH&E performance indicators are set for all levels of management and are regularly reviewed.	

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Composite Means by TCIR Means



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Management and Leadership



- Management

What we do

- Engages the mind
- Gets the right things done
- Based on “transactions”
- Produces products and services
- ***Measure through SMS Assessments***

- Leadership


How we do it

- Engages the heart
- Gets things done the right way
- Based on commitment to values
- Produces change
- ***Measure through Employee Perception Surveys***

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The Importance of Employee Perception







National Safety Council

MARKING INSTRUCTIONS

- Use a No. 2 pencil or a blue or black ink pen only.
- Do not use pens with ink that soaks through the paper.

CORRECT: 

INCORRECT: 

THE SAFETY BAROMETER

Your opinions about workplace safety are important to your company!

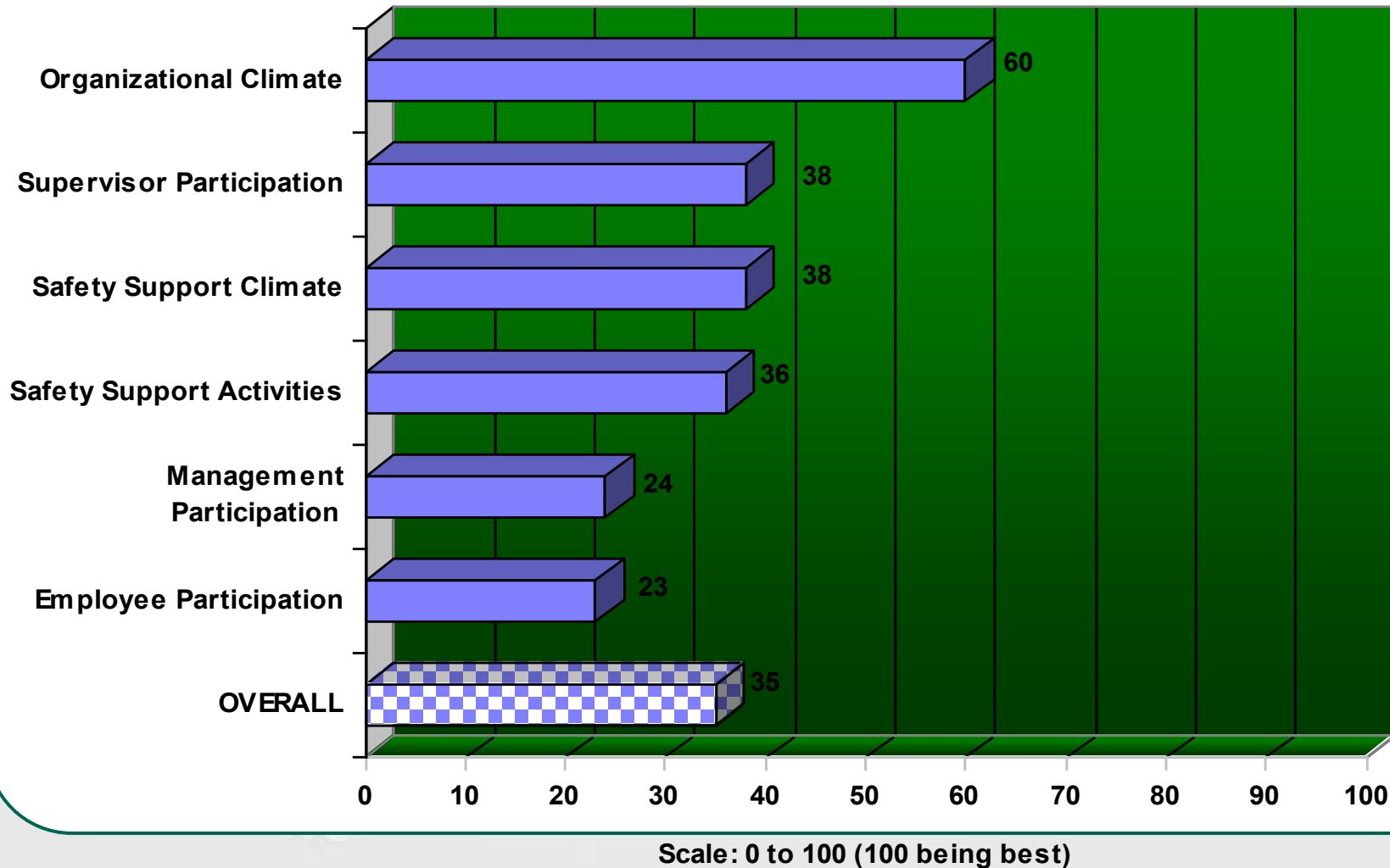
Your answers will be kept strictly confidential, you need not sign the form. Your completed form will be placed along with all others and mailed directly to the National Safety Council where the results will be tabulated and returned to your company.

Indicate your level of agreement with each of the following statements by marking in one circle in each row. *When responding, consider only the conditions at the company where you are now working.*

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1. It is common for employees to take part in identifying and eliminating worksite hazards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. There is frequent contact and communication between workers and management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Safety takes a back seat to production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Employees often get involved in developing or revising worksite safety and health practices . .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My supervisor maintains a high standard of job safety performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Detailed inspections of the plant and facilities are made at regular, frequent intervals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

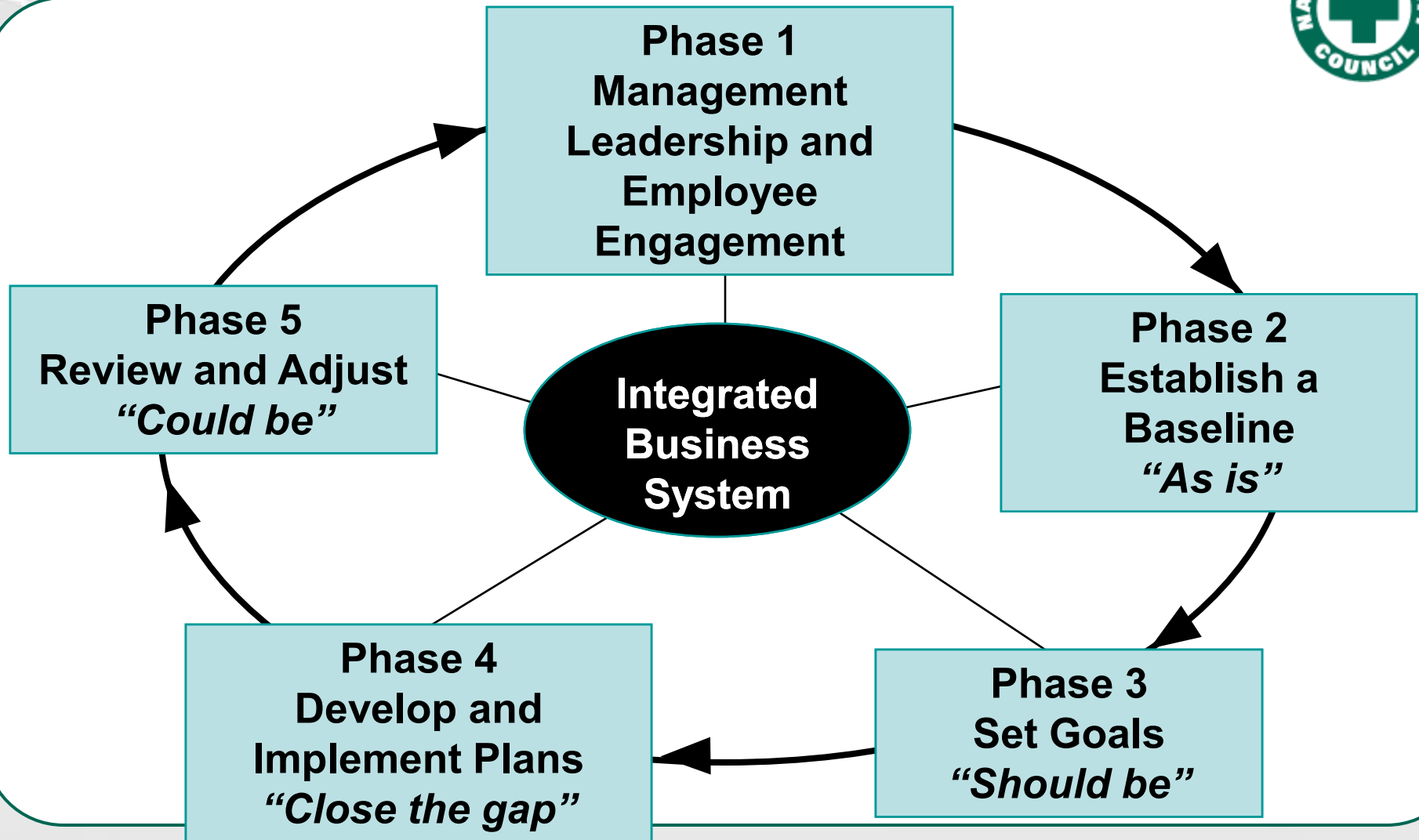
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Surveys give voice and engage employees!



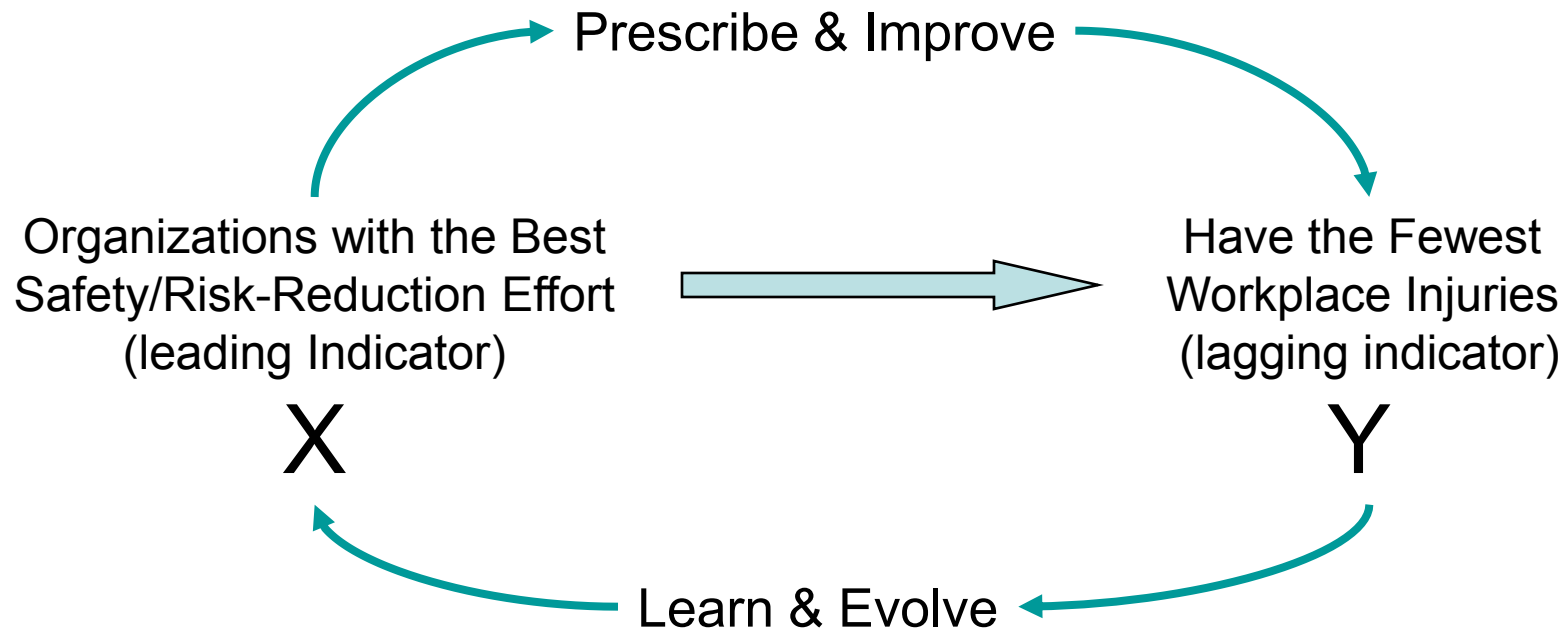
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Safety Management System Process



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Using Data & Math to Learn & Improve



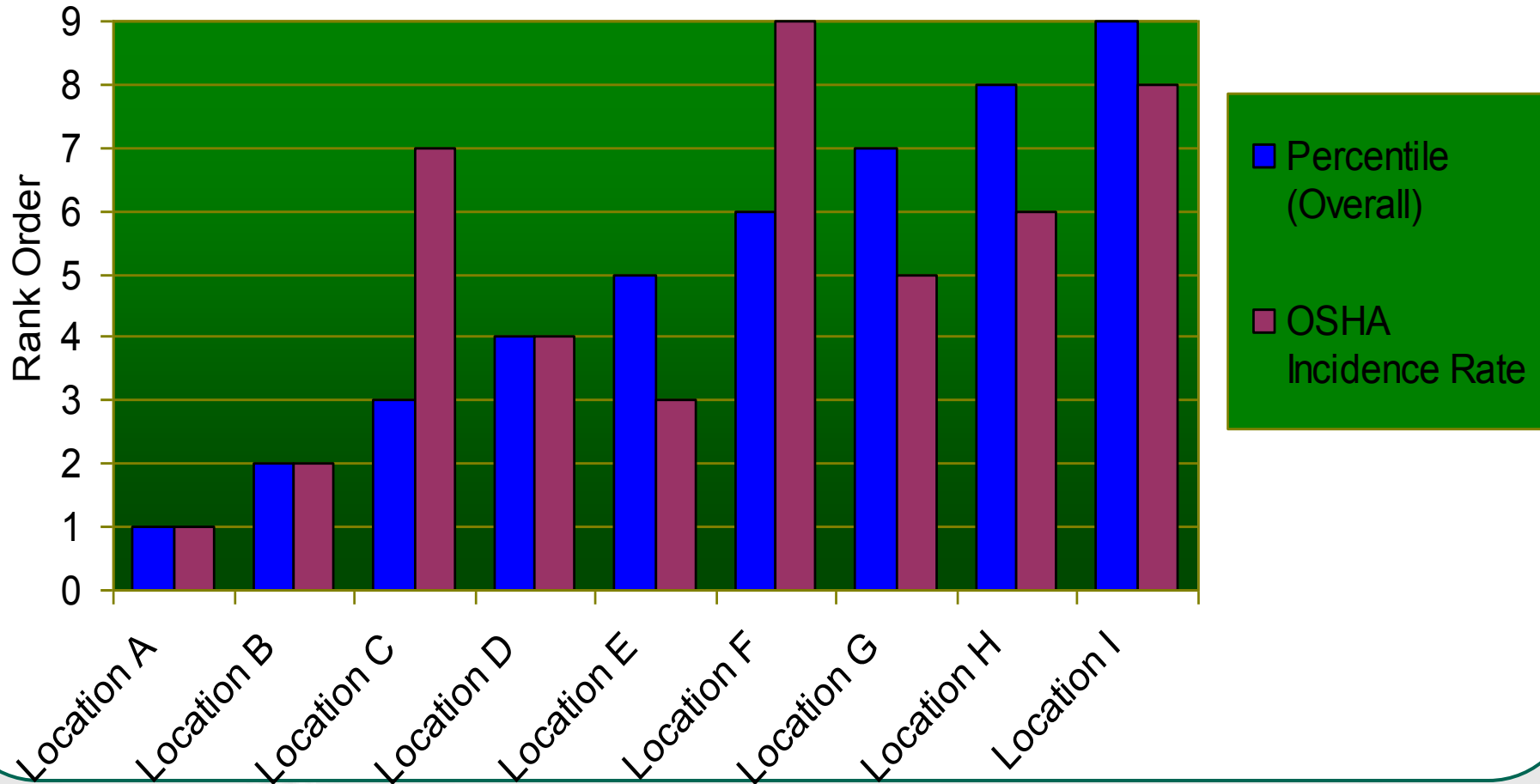
Testing Hypothesis → sufficient correlation between X and Y

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Validity Studies

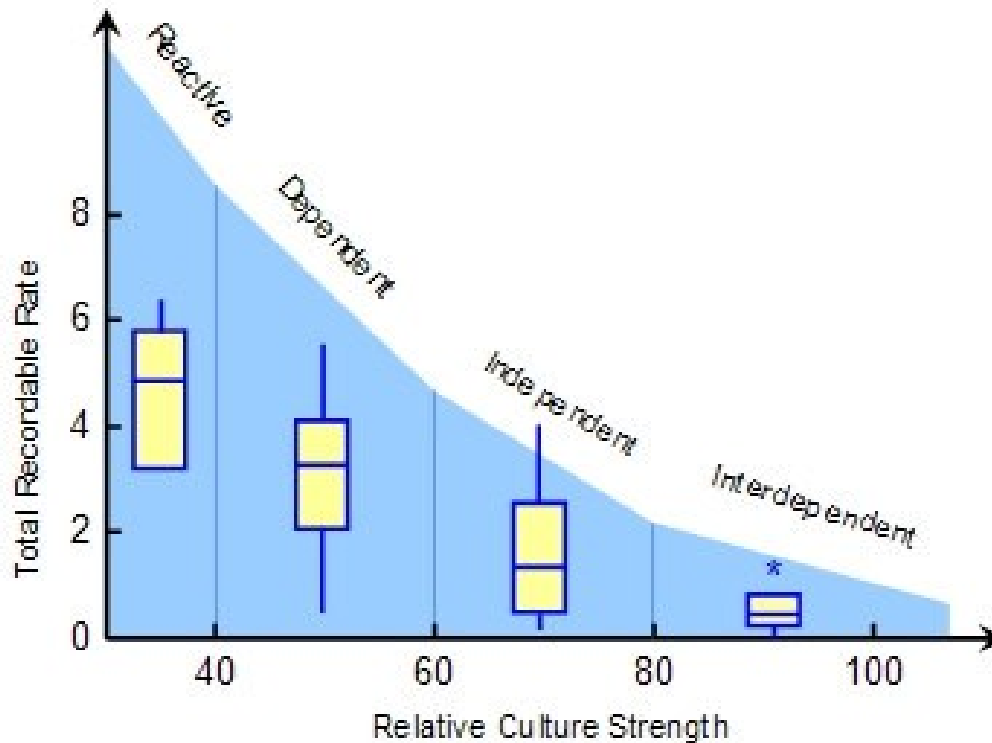


Rank Order by Location
OSHA Incidence Rate and Overall Percentile Score



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Significance of Measurement & Correlation



DuPont correlations of Relative Culture Strength (measured through perception survey) and Total Recordable Rate.

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Summary



- Establish your baseline
 - Outcome performance (TRIR, DART, ...)
 - Assessment and Survey
- Define/Enhance your Safety Management System (SMS)
- Evolve management leadership and employee engagement
- Re-measure, identify additional needs, enhance and improve, repeat
- Study SMS performance (leading indicator) correlated to outcome injuries rates and costs (lagging indicator)
- Be relentless in pursuit of Safety Excellence

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Safety & Health Programs:

Reducing Injuries and Costs of Capitol Hill





Progressive Leadership in Developing and Maintaining OSH Systems

Terrie S. Norris, CSP, ARM, CPSI
Senior Vice President
American Society of Safety Engineers



Partnerships



Preserving Lives & Resources



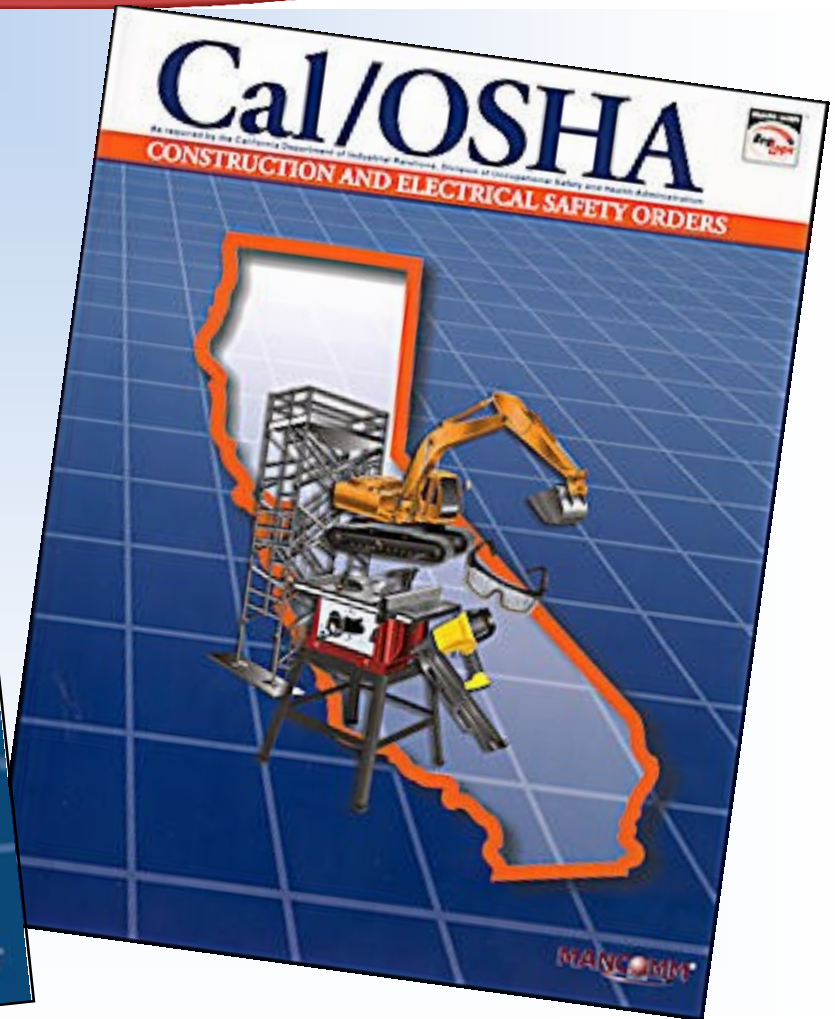


The Framework





The Framework

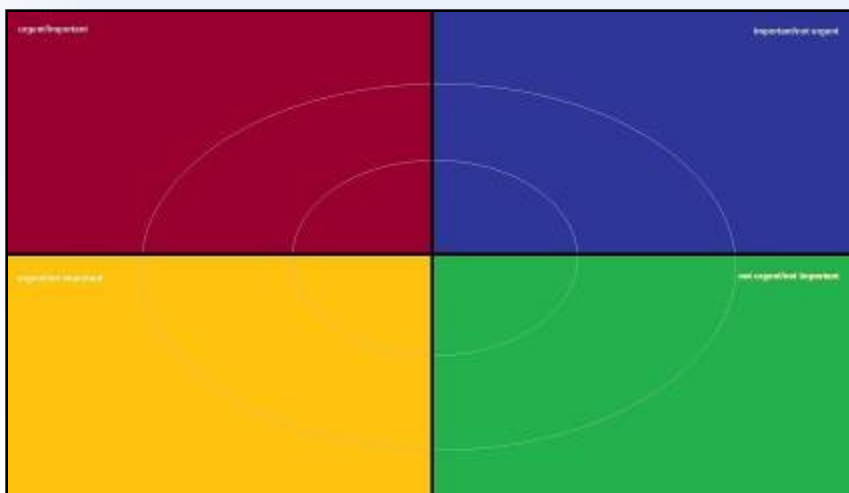
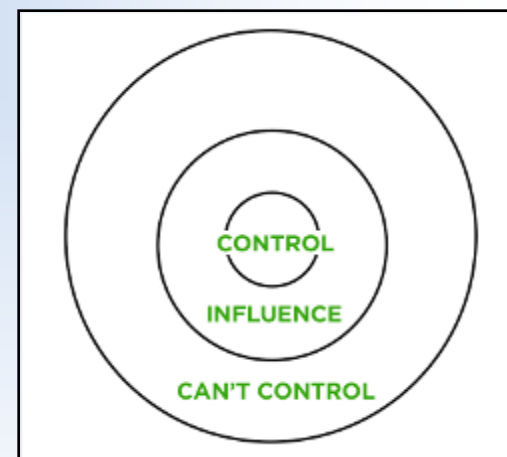


Build Your Team





Educate Your Team



**Mission
Statement**



Build Your Program



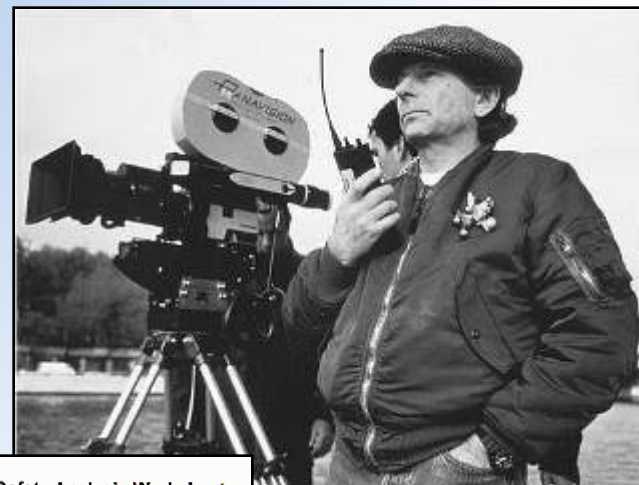


Active Involvement





Hazard Identification



Job Safety Analysis Worksheet

Page of

Likelihood How likely is it that someone will get hurt?	Consequence How severely could someone get hurt?			
	Catastrophic Death, very serious environmental/ structural and/or plant damage	Major Permanent disability, loss of production or major environmental/ structural and/or plant damage	Moderate Temporary disability or moderate environmental/ structural and/or plant damage	Minor Minor injury or minor environmental/ structural and/or plant damage
Very Likely (could happen soon or regularly)	1	1	1	3
Likely (could happen occasionally)	1	2	2	3
Moderate (possible it might happen)	2	2	2	3
Unlikely (could happen but rarely)	2	3	3	4
Very Unlikely (could happen but probably never will)	3	3	4	4

Legend:

Technical Expertise





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Teamwork



Thank You



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Comparing Two Safety and Health Management Systems

October 6, 2009

**Alan Sheaffer, PE, CIH, CSP
Research Fellow**



Agenda

- Introduction
- Background information
 - OSHA VPP
 - ANSI Z10
- Comparison of management system elements and sub-elements
- Similarities between the two systems
- Differences between the two systems
- Summary

OSHA VPP Background

VPP is more than a standard – VPP is a program administered by the OSHA, designed to encourage and assist organizations in implementing OSH management systems

- Established in 1982
- Primary goal of reducing workplace injuries and illnesses
- Requires conformance to a set of management system requirements
- Specific performance metrics/targets set by OSHA
- Contains detailed requirements
- Focused at the *site level*
- Formal participation requires external evaluation and recognition of conformance

ANSI Z10 Background

- American National Standard for Occupational Health and Safety Management Systems (ANSI Z10)
- The American Industrial Hygiene Association (AIHA) led the development of and published the standard in 2005
- Consensus standard – US industry and government participation
- Provides a management framework to help OSH managers at *all levels* continually improve their programs
- Based on the “Plan-Do-Check-Act” concept
- Designed to be **flexible** – applicable to a wide scope of organizations and missions
- Not designed for registration/certification,.....but compatible with OSHA VPP and ISO 9000/14000

VPP Management System Elements

OSHA VPP

- Management leadership and employee involvement
- Worksite analysis
- Hazard prevention and control
- Safety and health training

ANSI Z10

- Management leadership
- Planning
- Implementation and operations
- Evaluation and corrective action
- Management review

VPP System Sub-Elements

Management Leadership and Employee Involvement

- Management commitment
- Employee involvement
- Contract employee coverage
- Safety and health management system annual evaluation

VPP System Sub-Elements (continued)

Worksite Analysis

- Baseline safety and IH hazard analysis
- Hazard analysis of routine jobs, tasks, and processes
- Hazard analysis of significant changes
- Pre-use analysis
- Documentation and use of hazard analyses
- Routine self-inspections
- Hazard reporting system for employees
- Industrial hygiene program
- Sampling results
- Investigation of accidents and near-misses
- Trend analysis

VPP System Sub-Elements (continued)

Hazard Prevention and Control

- Certified professional resources
- Hazard elimination and control methods (hierarchy of controls)
- Hazard control programs (confined space, lockout/tagout, etc)
- Occupational health care program
- Preventive maintenance of equipment
- Tracking of hazard correction
- Disciplinary system
- Emergency preparedness and response

Safety and Health Training

OSH Program Elements in ANSI Z10

Element number	Element name
3.0	Management Leadership
3.1.1	Occupational Health and Safety Management System
3.1.2	Policy
3.1.3	Responsibility and Authority
3.2	Employee Participation
4.0	Planning
4.1.1	Initial Review
4.1.2	Ongoing Review
4.2	Assessment and Prioritization
4.3	Objectives
4.4	Implementation Plans and Allocation of Resources

OSH Program Elements in ANSI Z10 (continued)

Element number	Element name
5.0	Implementation and Operation
5.1.1	Hierarchy of Controls
5.1.2	Design Review and Management of Change
5.1.3	Procurement
5.1.4	Contractors
5.1.5	Emergency Preparedness
5.2	Education, Training and Awareness
5.3	Communication
5.4	Document and Record Control Process

OSH Program Elements in ANSI Z10 (continued)

Element number	Element name
6.0	Evaluation and Corrective Action
6.1	Monitoring and Measurement
6.2	Incident Investigation
6.3	Audits
6.4	Corrective and Preventive Actions
6.5	Feedback to the Planning Process
7.0	Management Review
7.1	Management Review Process
7.2	Management Review Outcomes and Follow-Up

Comparison of Sub-element Coverage

SYSTEM SUB-ELEMENT	OSH VPP	ANSI Z10
Written Description of Management System	✓	✓
Policy	✓	✓
Responsibility and Authority	✓	✓
Employee Participation	✓	✓
Initial Gap Analysis and Ongoing Review	✓	✓
Hazard Identification, Assessment and Prioritization	✓	✓
Implementation Plans and Allocation of Resources	✓	✓
Legal & Other Requirements	✓	✓
Targets, Objectives & Performance Indicators	✓	✓

Comparison of Sub-element Coverage (continued)

SYSTEM SUB-ELEMENT	OSH VPP	ANSI Z10
Hierarchy of Controls	✓	✓
Design Review and Management of Change	✓	✓
Procurement		✓
Contractors	✓	✓
Emergency Preparedness	✓	✓
Training, Awareness & Competence	✓	✓
Communication	✓	✓
Documentation	✓	✓
Document and Record Control		✓
Operational Controls	✓	✓

Comparison of Sub-element Coverage (continued)

SYSTEM SUB-ELEMENT	OSH VPP	ANSI Z10
Monitoring & Measurement	✓	✓
Compliance Evaluation	✓	✓
Accident & Incident Investigations	✓	✓
Corrective and Preventive Actions	✓	✓
Disciplinary System	✓	
Management System Audits	✓	✓
Feedback to the Planning Process	✓	✓
Management Review & Follow-Up		✓

Similarities Between VPP and ANSI Z10

- Both employ management system concepts to proactively reduce risk and loss.
- Both go beyond basic compliance, with a focus on improvement and optimization
- They address many of the same OSH program areas.
- The two management system standards are compatible – an organization participating in the VPP can conform to the Z10 standard with minimal additional work..
- Both systems require a culture shift
 - For some, this is new way of looking at OSH programs
- Users must maintain focus during a multi-year effort
 - Not a “quick fix”
 - Needs a detailed implementation plan, continued leadership emphasis

Differences Between VPP and ANSI Z10

- VPP requirements are more detailed than those in Z10, and therefore easier to audit
- VPP is intended for use at the site level, while Z10 can be applied at all organizational levels
- VPP specifically addresses U.S. (OSHA) requirements, while Z10 is better suited for international organizations
- Z10 provides a more flexible template that can be adapted to address OSH programs and issues at industrial and non-industrial settings
- Z10 is designed on the plan-do-check act concept; VPP uses a structure more specific to safety activities
- Z10 uses an ISO-like system structure that is convenient for integrated ESOH programs

Summary

- Although the structures of the two systems are different, VPP and ANSI Z10 address many of the same OSH program areas, with similar requirements
- The requirements outlined in VPP are more detailed, while Z10 provides more flexibility for the user
- When choosing one of these management systems for a given application, considerations should include:
 - Nature of the business or work performed
 - Organizational levels involved
 - Geographic locations
 - Other management systems used by the organization or external stakeholders
 - Needs or goals regarding program certification or recognition

Additional Information

- The OSHA VPP website is at <http://www.osha.gov/dcsp/vpp/index.html>
- The ANSI Z10 Standard can be purchased at <http://webstore.ansi.org>

Questions and Discussion

Points of Contact for further discussion:

- Alan W. Sheaffer, P.E., CIH, CSP
Project Leader, OSH
410-273-5019 asheaffer@lmi.org
- John Yasalonis, CIH, RHSP
Program Manager, OSH
410-273-2607 jyasalon@lmi.org
- Steve Stone, CIH, P.E., BCEE
Program Director, Energy and Environment
703-917-7096 sstone@lmi.org

Safety & Health Programs:

Reducing Injuries and Costs of Capitol Hill



Effective Safety and Health Programs and Procedures

Developed by Mark McGowan, CSP, CIH
Presented by Bruce Donato, CSP



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Goals and Objectives

- Health & Safety Programs v. Procedures v. Policies and the Elements of each
- The five questions
- How to get the best product out of Contractors hired to assemble Policies, Programs and Procedures

Health & Safety Policy

- Clear statement of position on Occupational Health & Safety matters
- Signed by the most senior manager in the organization
- Identify those responsible and the steps employees should take if they have issues or concerns
- Serve as an organizational touchstone for decision making on all issues that might impact employee health & safety

Health & Safety Policy Example

- No person shall be required or instructed to work in surroundings or under conditions that are unsafe or dangerous to his or her health.
- Each employee is responsible for complying with applicable safety and occupational health requirements, wearing prescribed safety and health equipment, reporting unsafe conditions/activities, preventing avoidable accidents, and working in a safe manner.
- Safety and health programs, documents, signs, and tags shall be communicated to employees in a language that they understand.
- Worksites with non-English speaking workers shall have a person(s), fluent in the language(s) spoken as well as English, on site when work is being performed, to interpret and translate as needed.

Health & Safety Program Documents

- Can be either a written document covering one aspect of an organization's Health & Safety Program or it can refer to the entire set of documents comprising the Program.
- We'll limit, for the most part, the discussion to single documents.

Health & Safety Program Documents

- Program documents are written instructions on how certain hazards, hazardous operations, or administrative functions will be performed within a particular organization.
- Program documents may be required by law if employees are exposed to certain hazards or perform certain tasks, i.e., confined spaces or lockout/tagout.

A Word About OSHA Standards

- OSHA Standards represent the floor and not the goal to achieve.
- Relying on mere compliance is to invite disaster since residual risk after compliance often remains unacceptable.
- Effective injury prevention and control of occupational health & safety hazards must go beyond the OSHAct.

A Word About OSHA Standards

- Important elements of a complete safety program are by and large not included in the standards promulgated under the OSHAct. These include:
 1. The establishment of work procedures to limit risk;
 2. Supervisory training;
 3. Job instruction training for employees;
 4. Job safety analyses; and,
 5. Human factors engineering.

Health & Safety Procedures

- Procedure documents are written to be short, direct and spell out chronological steps that each employee will take to accomplish a certain goal or task
- Procedure documents may be stand-alone or written to be part of a Health & Safety Program document.

The Five Questions

- Organizations will sometimes take short-cuts when it comes to developing Health & Safety Program and Procedure documents.
- Model or generic documents, while quick and inexpensive, tend to be ineffective unless they are modified to answer the following five questions:
- Who? What? When? Why? And How?

The Five Questions

- Who?
 1. Who is responsible;
 2. who is authorized;
 3. who can provide authorization, etc.;
- What?
 1. What is the subject of the Program;
 2. What are exceptions, limitations;
 3. What must be done;
 4. What hazards are covered, etc.;

The Five Questions

- When?
 1. When must Program steps be initiated and in what order should they be implemented;
- Why?
 1. Why does the organization have this Program;
- How?
 1. How will the Program be implemented;

The Five Questions

- If an organization's written Health & Safety Program documents answer these five questions, then in most cases, the Program documents can be implemented by Management and staff.

Required Safety Programs

- If these hazards are encountered in the workplace, then a written Program is required under current OSHA Standards:

Fire or other emergencies (EAP)	High Levels of Noise (Hearing Conservation)
Hazardous work environments (PPE)	Electrical LO/TO
Hazardous Atmospheres (Respiratory Protection)	Hazard Communication
Energized Equipment (LO/TO)	Laboratories (Chemical Hygiene)
Confined Spaces	Asbestos
Emergency Response	Lead

Written Programs that are a Good Idea

- While not required by specific OSHA standards, prudent employers write specific guidance for their employees in these areas:

Maintenance and operation of egress routes	First Aid Instructions
Maintenance and inspection of safety devices including fire detection and alarm devices	Maintenance and inspection of Safety Showers and Eye Wash Stations
Fall Protection	Portable Fire Extinguishers
Compressed Gases Flammable Liquids	Powered Industrial Trucks
Hot Work Permits	Machine Guarding
Signs and Color Coding of Hazards	Hand Tools
Electrical Safety	Excavations and Trenching

Here's the Challenge

- You have all your new Safety Program documents in a nice binder and you hand them all out to your supervisors....
- What do you expect them to do with it?

Here's an Example

- The task:
 - Enter into an air handler
 - Clean it out
 - Weld in repair plates
 - Paint the inside with a solvent-based paint
- How many of your new Safety Programs apply to this task?
- Who's going to figure this out and implement them?

Safety Programs Applicable to this Task

- Lockout/Tagout
- Confined Space Entry
- PPE
- Respiratory Protection
- Hot Work
- And maybe more....



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Who's Going to Put them all Together?

- Maybe your Supervisors can...or maybe not.
- The answer is that your safety professionals will have to be consulted so that they can conduct a Task Hazard Analysis, Job Safety Analysis or whatever you want to call it and develop a control plan for each of the anticipated hazards.
- The controls are taken from each of the separate Programs listed on the previous slides.

Contractor Produced Programs

- Many organizations hire consultants or contractors to develop elements of their Health & Safety Programs for them.
- They do it because they:
 - Lack expertise
 - Lack resources
 - Gain an outsider's perspective.
- All good reasons.



Contractor Produced Programs

- Like anything else...you get what you ask for and you get what you pay for.
- The key factor is how well the Request for Proposal (RFP) or the Scope of Work (SOW) is written.
- You want the SOW to be written as clearly, concisely and comprehensively as possible.

Contractor Produced Programs

- First thing is...know what you want.
- Do you want a generic Lockout/Tagout Program that paraphrases the OSHA Standard or.... Do you want a Lockout/Tagout Program fitted to your organization with detailed procedures for each piece of equipment you list in the SOW?
- Which one will you be able to implement?



Contractor Produced Programs

- If you want the more detailed product, there will be information you will need to provide to prospective bidders so that you end up with comparable proposals.
- Put yourself in the place of the bidder...what are the unknowns...if you make them guess you'll either get bids that are too high or too low resulting in an unacceptable product.

Contractor Produced Programs

- For a Lockout/Tagout Program, you might want to include the following information:
 - You want detailed procedures, specific to your organization and equipment
 - The numbers and types of equipment
 - Are their control systems the same or very different.
 - Whether you already have none, some or all written procedures
 - The level of expertise among your supervisors

Contractor Produced Programs

- Is the Program for routine operations or major shutdown and maintenance
- Will it be used by your employees or contractors or both
- What will your resource commitment be...do you have experienced staff to work with the consultant or are they on their own
- Ask the consultant to provide a timetable with milestones so that you and the consultant can manage production.
- Don't wait to identify problems and work together to identify solutions

Contractor Produced Programs

- Require the production and submission of draft documents
- Build enough time into the schedule to allow your staff to review and comment on the product
- Be prepared with the resources to implement the program and train employees

Contractor Produced Programs

- A contractor hired to write Health & Safety Programs must be treated differently from one engaged to take an asbestos sample...they need to be let into your organization...the people, processes, organizational structure, the good...and the bad.
- If they write a perfect document that you can't implement for some significant organizational issue, then they've wasted their time and you've wasted your money.

Thank You

Questions?



Celebrating 20 Years of Providing
Environmental and Engineering Services Worldwide

Safety & Health Programs:

Reducing Injuries and Costs of Capitol Hill



Challenges in Initiating OSH Management Systems

October 6, 2009



John Seibert, CIH, CSP
Asst for Safety, Health & Fire

Office of the Deputy Under Secretary of Defense
(Installations and Environment)
Environmental Readiness & Safety Directorate (ER&S)



Challenges

Acquisition, Technology and Log



When you are up to your neck in alligators,
It is hard to remember your objective was to drain



Overview

Acquisition, Technology and Log

- Definitions and other Terms
- Challenges
 - Culture Change
 - Leadership
 - Employee Participation
 - Funding (and other administration)
- A method for overcoming the Challenges



Management System

Acquisition, Technology and Log

Definition*:

“a businesslike approach to safety.
... a systematic, explicit and comprehensive
process for managing safety risks.

As with all management systems, ... a safety
management system provides for goal setting,
planning, and measuring performance.

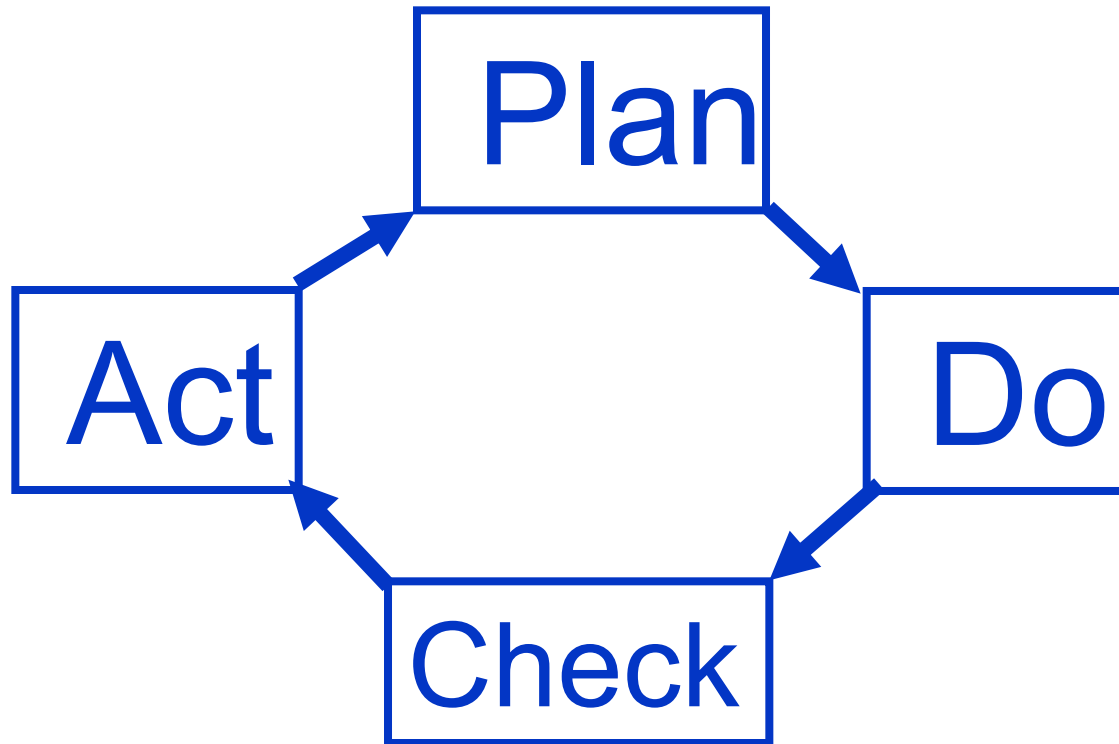
A safety management system is woven into the
fabric of an organization. It becomes part of the
culture, the way people do their jobs”



Management System Model

Acquisition, Technology and Logistics

“a systematic, explicit and comprehensive process”





Management System

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Culture

Acquisition, Technology and Log

- Dictionary:
“the attitudes and behavior that are characteristic of a particular social group or organization”
- Operational: A set of shared
 - attitudes
 - beliefs
 - expectations
 - behaviors

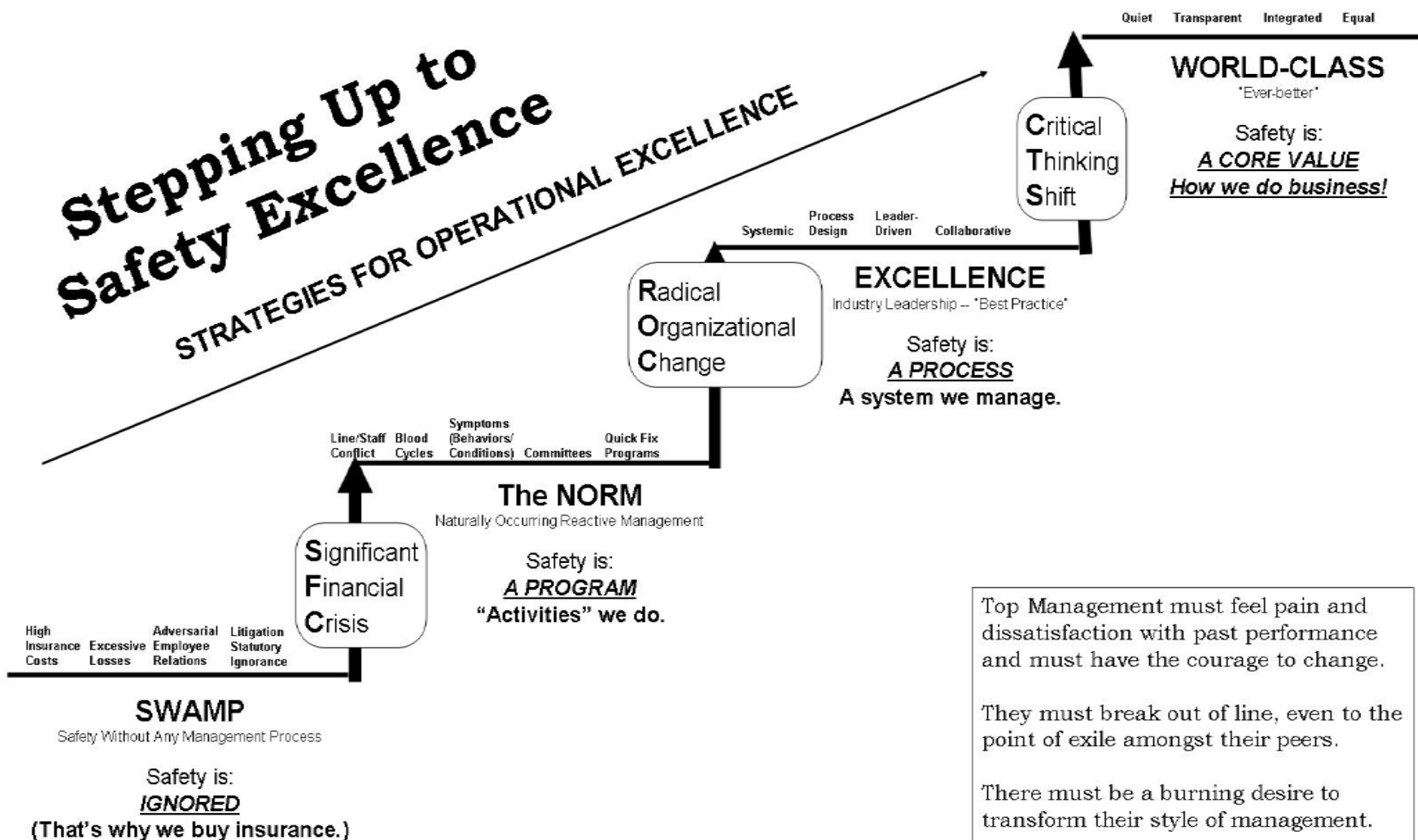
“I want a safety culture”
(Our little secret: you already have one)



The Big Picture

Vision for Continuous Improvement

Acquisition, Technology and Logistics



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Challenges – Culture

Acquisition, Technology and Log

- Culture level too low for management systems
 - No standards (safety ignored by management)
 - Not complying with standards (ignored by management & employees)
- Inconsistent culture
 - Micro-cultures (i.e. “Tribes”)
 - Middle management left out
- Solutions
 - baseline assessment
 - be brutally honest with yourself
 - COMMUNICATE, COMMUNICATE, COMMUNICATE



Challenges – Management

Acquisition, Technology and Log

- Not integrated with existing management systems
 - clashes with management approach (ineffective)
 - duplicates other management systems (inefficient)
 - o ISO 9000 Quality systems
 - o ISO 14000 Environmental Management Systems
 - o Facility maintenance work order management
- Solutions
 - Identify existing management systems
 - Integrate into existing systems



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Challenges – Leadership

Acquisition, Technology and Logistics

- Implementation over-delegated
 - Sign a memo and walk away
 - Assign to a Senior staff member
 - Assign to the Safety & health office
 - ‘Bring me a management system’
 - Safety Committee
- Solutions
 - Clearly defined roles & responsibilities
 - Leadership delegates but checks
 - “You cannot expect what you do not inspect”
(Ronald Reagan: “Trust but verify”)



Challenges – Employee Participation

Acquisition, Technology and Logistics

- Employees
 - Perceived as management fad of the day (“BOHICA”)
 - Silent non-participation
 - Explicit labor complaints
- Solutions
 - Clearly defined roles & responsibilities
 - o Management, employees, labor representatives
 - Checks and balances
 - o Management accountability
 - Labor representative approval up-front



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Challenges – Goal Setting

Acquisition, Technology and Logistics

- Goal setting
 - Goals not directly controllable
 - o 'reduce # of injuries' vs. 'eliminate hazards'
 - Unrealistic targets
 - o 'reduce accidents by 75% within 3 years'
- Solutions
 - Measure and apply corrections to actions
 - Measure outcomes as QC of the correct actions
 - Select realistic targets
 - o What have others accomplished?
 - o How long did it take? (Implement VPP in 3-5 years)



Challenges – Planning

Acquisition, Technology and Logistics

- Failing to Plan
 - Not developing a plan
 - Excluding key stakeholders
 - Not updating plan for new conditions
- Solutions
 - Adapt a successful plan from within your organization
OR
Adapt a plan used by another organization
 - Identify and involve stakeholders (while the ink is wet)
 - Plan to Update the plan



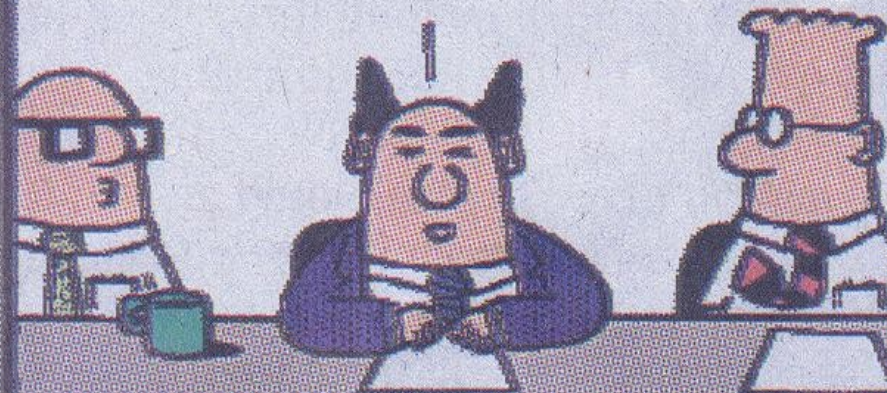
Challenges – Performance Measurement

Acquisition, Technology and Logistics

ALL OF OUR DATA
IS GROSSLY INACCU-
RATE... BUT I NEED
DATA IN ORDER TO
MANAGE.



IF I CONCENTRATE
HARD ENOUGH I
CAN FORGET THAT THE
DATA IS BAD, THEN
I CAN USE IT.



www.dilbert.com acottadama@aol.com



Challenges – Performance Measurement

Acquisition, Technology and Log

- Failing to Measure
 - No periodic measurement
 - Not assessing accuracy of data
 - Not converting data into knowledge (lessons learned)
 - Not applying lessons learn
- Solutions
 - Stick to the measurement schedule
 - Assess data for accuracy & realism
 - Apply checks and balances consistently
 - Update processes that aren't working
 - Update metrics to provide information – including deleting metrics



Challenges – Administration & Support

Acquisition, Technology and Logistics

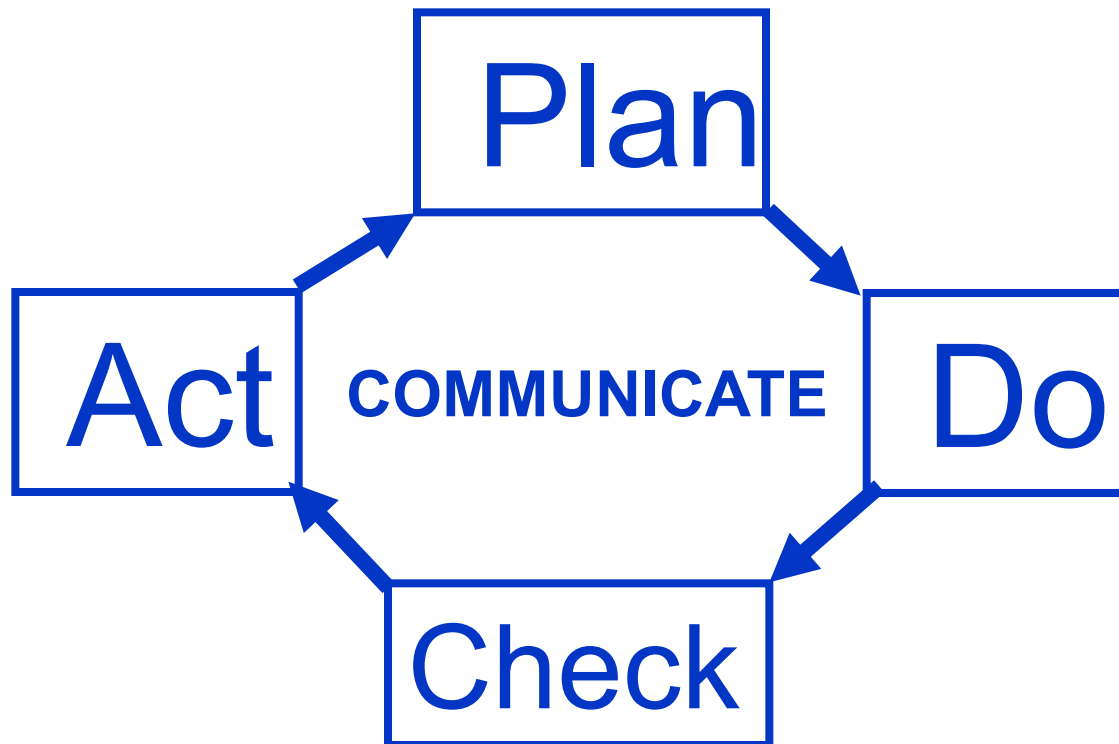
- Funding
 - Not projecting initial and ongoing costs
- Ongoing support – losing the faith
- Solutions
 - Project your costs and fund them
 - Do not abandon the goal, BUT
 - be brutally honest when something isn't working and
CHANGE IT
(that's how management systems are supposed to work)



Overcoming the Challenges

Acquisition, Technology and Log

“a systematic, explicit and comprehensive proc





Overcoming the Challenges

Acquisition, Technology and Log

**Perform baseline assessment
Be brutally honest with yourself**



COMMUNICATE



Overcoming the Challenges

Acquisition, Technology and Log



**Identify existing management
systems (processes)
Integrate into existing systems
(processes)**

COMMUNICATE



Overcoming the Challenges

Acquisition, Technology and Log

Plan

Adapt a successful plan from within your organization OR

Adapt a plan used by another organization

Identify and involve stakeholders (while the ink is wet)

Clearly define roles & responsibilities

Management, employees, labor representatives

Establish checks and balances

Management and employee accountability

Labor representative approval up-front

Select realistic targets

Project your costs and fund them

Plan to Update the plan

COMMUNICATE



Overcoming the Challenges

Acquisition, Technology and Log

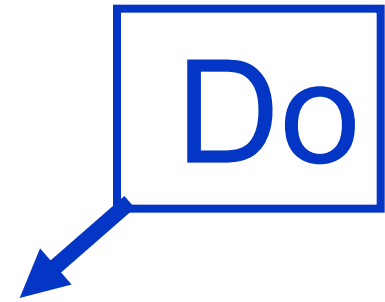
Clearly defined roles & responsibilities

Management, employees, labor representatives

Apply checks and balances consistently

Leadership delegates but checks

Management accountability



COMMUNICATE



Overcoming the Challenges

Acquisition, Technology and Log

Stick to the measurement schedule

Assess data for accuracy & realism

Measure actions – are the processes being used?

Measure outcomes – are these the right processes?

Be brutally honest with yourself



COMMUNICATE



Overcoming the Challenges

Acquisition, Technology and Log



**Update processes that aren't
working**

**Update metrics
(including deleting metrics)**

Update the Plan

COMMUNICATE



What is the Goal?

**Continuous
Improvement**



ARE THERE ANY QUESTIONS?

